

United States Department of Agriculture
Animal and Plant Health Inspection Service

Directive 417.2
1/16/84

POSITION MANAGEMENT--FOREIGN SERVICE

I. PURPOSE

This Directive:

- A. Outlines the APHIS Position Management plan for Foreign Service positions,
- B. Describes the role of the APHIS Foreign Service Policy Committee in relation to Foreign Service Position Management, and
- C. Includes the types of proposed Organization or personnel changes that require approval of the APHIS Position Management Committee.

II. DEFINITION

Position Management is the continuous and systematic management process of ensuring that organizations, positions, and functions are structured efficiently and economically. It is the process each manager uses to determine how many positions are needed, how jobs should be designed, and the type of organizational structure which is required to accomplish the functional assignments of the organizational unit.

III. POLICY

It is APHIS policy to organize so that mission goals are achieved in the most efficient, effective, and economical manner. To the extent possible, APHIS managers and supervisors will:

- A. Maintain the lowest possible personnel cost by minimizing the number of organizational levels and segments; the number of supervisors, assistants, and “assistant to” positions; and the ratio of managerial and support staff to line positions.
- B. Employ the minimum number of personnel necessary to accomplish the mission through constant attention-to full utilization of existing personnel, abolishment of positions that are no longer necessary, and other appropriate strategies when circumstances do not warrant the services of permanent full-time employees.
- C. Promote the full use of an employee's skills when assigning work.

D. Organize at all levels to achieve APHIS program goals in the most efficient manner possible.

E. Conduct adequate planning prior to implementing on organizational change,

F. Establish stable organizational structures which will be maintained over long periods to avoid revisions and disruptions in relationships with other governmental units and the general public.

G. Delegate authority so decisions are made at the lowest possible organizational level consistent with effective managerial control.

H. Document organizational structures in a consistent format for purposes of maintaining a public record.

I. Make explicit and understandable functional assignments.

J. Establish clear position-to-position relationships and lines of authority.

K. Prevent an overlap of responsibility or conflict of duties between positions.

L. Establish clearly defined career ladders for major occupations.

M. Concentrate work requiring special skills and training into similar levels so as to minimize the number of high grade level positions.

IV. DELEGATIONS OF AUTHORITY

A. The Administrator has primary responsibility for Position Management practices and organizational structure within APHIS.

B. The Foreign Service Policy Committee has been designated by the Administrator to share these Position Management responsibilities for Foreign Service positions. Specifically, the Committee is responsible for:

1. Ensuring that good Position Management priorities and objectives are followed throughout the Foreign Service.

2. Ensuring that staffing patterns for FP-3 and below positions within the Foreign Service are justified.

3. Reviewing and approving all requests to establish new FP-3 and

below positions within the Foreign Service.

4. Reviewing all proposed organizational structures, staffing patterns, and requests to establish new positions, FP-2 and above, within the Foreign Service. The Committee then will forward the information to the APHIS Position Management Committee to approve or disapprove the recommended actions.

5. Performing annual reviews of all Foreign Service positions, FP-3 and below.

C. The Assistant Deputy Administrator for International Programs (ADA) is responsible for approving all staffing decisions and charts for his/her program except where authority specifically rests with the Administrator or Deputy Administrator.

D. All Foreign Service Regional Directors and/or Equivalent Foreign Service Managers are responsible for developing and maintaining staffing patterns within their respective areas which are consistent with APHIS Foreign Service policy on Position Management.

E. Human Resources Division, International Programs Management and Liaison Staff (IPMLS) will:

1. Provide advice and assistance to managers and supervisors on staffing patterns and individual positions.
2. Prepare classification evaluation statements for all individual actions as necessary.
3. Conduct position reviews as part of the position maintenance review program, prepare reports of these reviews, and take corrective action when necessary.
4. As recommended by the Foreign Service Policy Committee, develop information packages for the APHIS Position Management Committee based on information provided by the Programs.

F. Human Resources Division, Classification, Employment, and Executive Resources Program will:

1. Provide advice and assistance to managers and supervisors in designating and implementing effective staffing patterns.

2. Prepare for APHIS and/or Departmental approval, organizational charts, functional statements, and necessary documentation.
3. Provide liaison with the Department on proposed organizational changes.
4. Coordinate Position Management reviews conducted in conjunction with Position Classification reviews (see APHIS Directive 430.2, Position Classification).

V. COMMITTEE

The Foreign Service Policy Committee will assist the ADA's and Foreign Service Regional Directors, or equivalent managers, in Position Management decisions.

A. Foreign Service Policy Committee.

1. Membership. This Committee consists of the following members:
 - a. Associate Administrator, the Chairperson;
 - b. Assistant Deputy Administrator for International Programs, Veterinary Services; or designee
 - c. Assistant Deputy Administrator for International Programs, Plant Protection and Quarantine; or designee
 - d. Director, Human Resources Division (HRD); and
 - e. Chief, IPMLS, the Executive Secretary.
2. Responsibilities.
 - a. This Committee is responsible for reviewing and recommending approval or disapproval to the Administrator on all changes to the organization which he/she must approve or which must be approved by the Department. The Committee may, on its own initiative, address any other issues involving Position Management in the Foreign Service.
 - b. The Chairperson is responsible for making the final recommendation based on input from the Committee members.
 - c. The Executive Secretary is responsible for coordinating meetings, recording the minutes and recommendations of the Committee, and providing them to the Chairperson for approval and action.

VI. STAFFING CHARTS

Managers at the regional level or an equivalent managerial unit must establish, maintain, and update staffing charts which reflect the position title, occupational series, and current (as well as full performance) grade level of each position allocated. These charts will be reviewed at least once a year by the appropriate ADA who will make recommended changes to the Foreign Service Policy Committee. Copies of new or revised staffing charts must be sent to the Committee through the appropriate ADA.

VII. PRIOR APPROVAL

A. Administrator's Approval.

Prior approval by the Administrator is required for:

1. Organizational and geographical changes which require Departmental approval.
2. Establishment of all permanent positions, FP-2 and above.
3. Changes in the staffing pattern for FP-2 or above positions.

B. HRD, through its IPMLS, will be notified of the following:

1. Minor changes to approved organizational charts.
2. Minor changes which affect official functional statements cited in the APHIS Position Management and Organization Handbook.

HRD will review these changes for procedural accuracy, review for possible overlap or duplication, obtain the concurrence of the appropriate Deputy Administrator, and make changes to the APHIS Management and Organization Handbook.

VIII. PRIOR APPROVAL PROCEDURES

A. Documentation. A request for it change which requires the approval of the Administrator must contain the following information:

1. Nature of proposed change in organizational structure, staffing pattern, geographical alignment, or change in Senior Level Positions FP-2 and 1.
2. Factors making the proposes changes necessary.

3. The rationale for choosing the proposed change versus other alternatives considered.
4. Any information or material which clarifies the reason(s) for the proposal (e.g., studies, review, legislation).
5. Program accomplishments expected to result from the proposed change(s).
6. A table of present and proposed staffing for each affected organizational component.
7. Whether implementation of the proposed change(s) will require an increase in ceiling and how grade levels will be affected.
8. Where appropriate, a draft copy of the new or revised organizational chart and revised functional statements.
9. One-time and continuing costs required to implement the proposed change(s). Costs must be itemized and include such items as salary, new equipment or space, and relocation of personnel.
10. Any impact on minorities or women. Include any actions planned to offset negative impacts.
11. Impact on activities or the consequences resulting if the proposed change is not adopted.
12. A review of the organization; specifically, how the new position relates to existing senior level positions and copies of the position descriptions when a new FP-2 or I position is requested.

B. Submission.

Upon submission, prior approval requests will be handled in accordance with APHIS Directive 107.1, Position Management and Organization.

/s/ Bert W. Hawkins
Administrator